WORKPLACE SPIRITUALITY, JOB ENGAGEMENT AND JOB EMBEDDEDNESS AND THEIR INTER- RELATIONSHIPS WITH JOB SATISFACTION: A STUDY ON MISSIONARY SCHOOL TEACHERS

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Structured Abstract

Premise: The inherent nature of work in modern-day organizations witnesses immense volatility, uncertainty, complexity and ambiguity due to phenomenal changes in individual, organizational and societal fabric. The backdrop of the education sector is witnessing stunning changes with each passing day. This has put an inexorable demand on the part of the teachers of educational institutions to show more involvement and commitment towards their work. This depends upon their mental models and spirit in the quest for a strong and true purpose to be derived from the work they do. This is basically the encompassing of the concept of workplace spirituality.

Objectives: The objectives of present research study is to analyze the various determinants of workplace spirituality and job satisfaction along with finding out the relationship of workplace spirituality, job engagement and job embeddedness with job satisfaction by examining the perceptions of missionary school teachers. Besides, the role of demographic variables and their respective impact on both workplace spirituality and job satisfaction have also been explored.

Design/Methodology: Circular Systematic Sampling technique was adopted wherein a large pool of participants who are all teachers of various missionary schools were chosen on the basis of random number tables. The number of respondents surveyed were 1200 out of which only 1140 stood valid and the rest rejected due to errors and incomplete responses. All the missionary schools are existent within the geographical territories of West Bengal. The analysis has been done by using IBM's SPSS version 23. Factor Analysis was performed for examining the various determinants of workplace spirituality and job satisfaction. Regression tests were conducted to find out the relationship between workplace spirituality and job satisfaction, job engagement and job embeddedness. Besides, Chi-Square test and Phi & Cramer's V was undertaken to explore the association of various demographic variables of missionary school teachers with workplace spirituality and job satisfaction.

Results: The findings reveal seven determinants of workplace spirituality which are "meaningful work," "sense of community," "alignment with organizational values," "inner life," "transcendence," "compassion," and "spiritual connection" and two factors of job satisfaction which are "lower level needs" comprising of physiological needs, safety and security needs and love and belongingness needs and "higher level needs" comprising of self-esteem needs and self-actualization needs. The results also prove that job engagement and job embeddedness are significantly and positively related to job satisfaction. Moreover, it was found that only age and monthly income had a significant relationship with workplace spirituality and only monthly income had a significant relationship with job satisfaction.

Keywords: Workplace Spirituality; Job Satisfaction; School Teachers; Missionary Schools; West Bengal

INTRODUCTORY REFLECTIONS

The milieu of education sector is dramatically changing imposing tough challenges and demands on educational institutions and teachers of not only educating students but also resorting to latest trends of pedagogy and bolstering the competitiveness of its teachers. The role played by teachers is monumental as they disseminate knowledge and encourage learning among the students and across the world. Besides, teachers are also responsible for shaping and nurturing the students who are actually the winds of change in the mercurial society.

These calls on the part of the teachers to be involved and committed towards their work and obtain a true and strong purpose in their work and the desire for engaging with other teachers and be a part of the community. This is the essence of workplace spirituality.

Workplace Spirituality is a "framework of organizational values evidenced in the culture that promote employees' experience of transcendence through work process, facilitating their sense of being connected to other in a way that provides feeling of completeness and joy". The notion of workplace spirituality has garnered prodigious attention in the past few years resulting in organizations as well as institutes of higher learning persistently trying to incorporate spirituality into their environment. Truth to be told, the existence of a good work environment is not only felt by employees but could also be measured through economic outputs as well.

One of the striking revelation is that when talking in the light of missionary schools, the aura of workplace spirituality just ameliorates stunningly. Missionary Schools are schools which are predominantly run by Christian missionaries or congregation. Rooted in Biblical values and the preaching of Lord Jesus Christ, the essence of missionary schools exists not only in providing high quality education to it students but also fostering an exquisite and exclusive climate of spiritualism inside workplace consisting of aspects like altruistic love, compassion, transcendence, etc. Workplace Spirituality, already being a sacrosanct notion when blended with missionary schools is expected to transpire work ethos and functions into being more meaningful and strong. In this context, it is almost imperative to find the relationship between workplace spirituality and job satisfaction. The current research study purports to probe into the determinants of workplace spirituality as well as job satisfaction and finding out the impact of workplace spirituality on job engagement, job embeddedness and job satisfaction among missionary school teachers.

REVIEW OF ASSOCIATED LITERATURE

In the light of work-related outcomes, individuals viewing their work as meaningful are said to exhibit high levels of "career commitment" (Duffy et al., 2011), "intrinsic work motivation", and lower "job quitting intentions" (Steger et al., 2012) and "job performance" (Harris et al., 2014).

The term "sense of community" has been defined by McMillan and Chavis (1986) as "a feeling that members have of belonging and a shared faith that members' needs will be met by their commitment together". A stable finding is that a "sense of community" positively contributes to employees' well-being (Prezza et al., 2001).

Values are the representation of the corporate "soul" (Blanchard & O'Conner, 1997) and exist right at the bottom of the heart of any organization's culture (Begley & Boyd, 2001).

It has been recognized that employees have an "inner life" that nourishes and is itself nourished by "meaningful work" occurring in the context of community (Duchon & Plowman, 2005). Gupta & Kumar (2018) cited that "inner life" is a crucial dimension of spirituality.

Barney et al. (2015) suggested "transcendental leadership" comprising features of a "strong sense of purpose" and "self-whole integration consciousness". Yaden et al. (2017) defined self-transcendence as "a state of mind, marked by experiencing a strong sense of connectedness with others".

Experiencing compassion is said to evoke positive emotions in maintaining relationships with colleagues, subordinates and superiors (Lilius et al., 2008). Furthermore, employees at

workplaces who experience compassion are more likely to form collective "self-esteem" as well as a positive "work-related identity", which increases their job performance (Ko & Choi, 2019). Gupta et al. (2014) saw that the source of stress shaped motivation for the baptism and maintenance of spirituality in both organizational and academic spheres. Spirituality is deemed vital as it fine-tunes employees' personal growth and builds a psychological connection between employer and employee (Daniel and Jardon, 2015). Moreover, the ever-increasing tendency of employees to satiate their higher-level or "meta needs", which requires increasing discourse about spirituality, is the need of the present hour (Arockiam, 2022).

Pradhan (2018), express the idea that spirituality is comprised of employee involvement, which encompasses "completeness" and "fulfilment." Hight and Park (2019) explained that the principles, standards and prospective targets of institutions match the dreams and necessities of workforces and substantially influence managerial determination and job satisfaction.

The theory of Job Embeddedness emphasizes the concept of "employee retention" (Mitchell et al., 2001). The authors state that the three strands of "Job Embeddedness" viz. "links", "fit", and "sacrifice".

Abraham Maslow, an American psychologist 1943, proposed a model for explaining human motivation. This particular theory is the most popular and widely stated theory of "motivation" and "satisfaction" (Weihrich & Koontz, 1999). Maslow postulated about an individual's motivational needs, which could be arranged in the hierarchy based on capitalization on "human psychology" and "clinical experiences". Upon the satisfaction of a given level of need, the immediate need satisfied is no longer helpful for further motivating an employee. Maslow laid the identification of five levels in his need hierarchy theory which are Physiological Needs, Safety Needs, Social Needs, Self-Esteem Needs and Self-Actualization Needs A study done by Misbah et al. (2016), revealed that there existed a positive relationship between workplace spirituality and job satisfaction. Similarly, Yusof (2011) found that certain dimensions of spiritual leadership like altruistic love, hope/faith, vision, meaning and membership were associated with job satisfaction.

Gupta et al. (2013), Hassan et al. (2016) and Mahipalan, (2018), found a positive relationship amongst the dimensions of workplace spirituality and job satisfaction. As Swanepoel (2015) and Pio (2017), in their study explored the positive roles of workplace spirituality on job satisfaction. Panes et al. (2017) found that spiritual leadership and school culture were key drivers of job satisfaction among the school teachers. A study done by Karadag (2009), it was also observed that the behaviour of school administrators who were oriented towards peace and performance enabled the teachers to perceive the administrative efforts in a positive manner. Dayler and Fry (2012), further opined that spiritual leadership is impeccable in Catholic schools used to preserve Catholic values and the vision of service and as a result, improves the overall level of employee engagement (Devedhiran and Wesley, 2017).

OBJECTIVES OF THE STUDY

1. To examine the most dominant factors of workplace spirituality among missionary school teachers
2. To analyze the major determinants of job satisfaction among missionary school teachers
3. To examine the relationship between workplace spirituality and job satisfaction

4. To examine the relationship between workplace spirituality and job engagement
5. To analyze the relationship between workplace spirituality and job embeddedness
6. To explore the association of various demographic variables with workplace spirituality and jobsatisfaction

RESEARCH METHODOLOGY

For the purpose of data collection, both secondary and primary data has been used. Secondary data has beencollected from various authentic databases and website like BASE, INLFIBNET and Google Scholar. Primary data collection included a questionnaire. The questionnaire is a moderately drawn one and consistof Five Point Likert scale to measure the concepts, where (1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree). The questionnaire were administered to the teachers of selected missionary schools across the entire state of West Bengal. After cleaning of 174 total missionary schools identified bythe website of West Bengal Association of Christian Schools (WBACS), total of 58 missionary schools were finally selected on the basis of student-teacher enrolment ratio. The sampling technique chosen was Circular Systematic Sampling where every 3rd school considered in the study was visited and the teachers were surveyed on the basis of random number tables. The data collection took place for a total of 3 months and exactly 1200 teachers of missionary schools were surveyed out of which only 1140 responses stood valid and hence were considered for analysis by using IBM's SPSS version 23.

Data Analysis and Interpretation Demographic Profile of the Respondents

Table 1 captures the demographic variables of the respondents, who are all teachers of various missionaryschools located in various regions of West Bengal. It is observed that the number of female respondents exceed the number of male respondents by a huge margin in the proportion of 83:17. Most of the respondents who participated in the study belong to the age group of 45-55 years while the age group of 25-34 years and 35-44 years also have significant number of respondents. Majority of the respondents have a moderate level of income ranging from INR 250001 – INR 50000, while significant amount of the respondents also has an income between INR 10001 – INR 25000 and INR 50001 – INR 75000 as well. Most of the respondents (n=410) are teachers of classes ranging from the Kindergarten level to Standard V, followed by teachers (n=388) who are teaching in classes ranging from Standard VI to Standard X and teachers (n=307) teaching in classes of Standard XI and Standard XII. Besides, 35 respondents out of the total 1140 respondents are at administrative positions and are either serving as the Principal, Vice Principalor the Dean of the missionary schools surveyed. Majority of the respondents (27%) have a work experienceof more than 20 years, while those respondents having a work experience between 5 years to 10 years and10 years to 15 years comprise 19% and 18% of the total population.

Table 1: Demographic Statistics (Source: Author's Own Calculations)

Demographic Construct	Classification	PopulationStatistics	Percentage
	Male	195	0.17
Gender	Female	945	0.83
	TOTAL	**1140**	**1.00**
	18-24	09	0.01
	25-34	322	0.28
Age	35-44	327	0.29

	45-55	351	0.31
	Above 55	131	0.11
	TOTAL	**1140**	**1.00**
	Below INR 10000	16	0.01
	INR 10001-INR 25000	279	0.25
	INR 25001-INR 50000	546	0.48
Monthly Income	INR 50001-INR 75000	207	0.18
	INR 75001-INR 100000	57	0.05
	Above INR 100000	34	0.03
	TOTAL	**1140**	**1.00**
	KG-Standard V	410	0.36
	Standard VI-Standard X	388	0.34
Designation	Standard XI-Standard XII	307	0.27
	Administrators	35	0.03
	TOTAL	**1140**	**1.00**
	Below 3 years	101	0.09
	Above 3 years up to 5 years	140	0.12
	Above 5 years up to 10 years	222	0.19
Work Experience	Above 10 years up to 15 years	206	0.18
	Above 15 years up to 20 years	169	0.15
	Above 20 years	302	0.27
	TOTAL	**1140**	**1.00**

Test of Reliability

A Cronbach's Alpha test has been conducted to test for the variables if they fit perfectly in the questionnaire. Accordingly, the threshold limit should be greater than 0.7, it is observed in Table 2, that in the case of each and every variable, the "Cronbach's Alpha" score is above the required criterion of 0.7, indicating that allthe variables fit perfectly in the questionnaire.

Table 2: Reliability Statistics (Source: Author's Own Calculations)

Factor	Cronbach's Alpha	N of Items
Workplace Spirituality (WS)	**.962**	**37**
Meaningful Work (MW)	.883	5
Sense of Community (SoC)	.873	5
Alignment with Organizational Values (AOV)	.904	6
Inner Life (IL)	.860	5
Transcendence (TRN)	.826	5
Compassion (CMP)	.905	4
Spiritual Connection (SC)	.868	7
Job Engagement (JENG)	**.893**	**5**
Job Embeddedness (JEMB)	**.802**	**14**
Job Satisfaction (JS)	**.939**	**15**
Self-Actualization (SA)	.845	4
Self-Esteem (SEST)	.900	3
Love and Belongingness (LAB)	.832	4
Safety Needs (SN)	.862	2
Physiological Needs (PN)	.756	2

Test of Normality

The rationale behind performing the "normality test" is to actually see if the data follows a

normal distribution or not. In case, it follows a "normal distribution", then the data would be presented in the mean value, which would be helpful in drawing comparison between/among groups for the calculation of the "significance level" (**p**-value). If the data is not normally distributed, then it would imply that the resultant mean is not a representative value of the data.

H_0: The data for job satisfaction and workplace spirituality are normally distributed. H_1: The data for job satisfaction and workplace spirituality are not normally distributed.

Table 3: Tests of Normality (Source: Author's Own Calculations)

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Job Satisfaction	.068	1140	.182	.942	1140	.186
Workplace Spirituality	.060	1140	.171	.927	1140	.178

a. Lilliefors Significance Correction

In Table 3, two tests for testing "normality" has been performed. Since the dataset comprises less than 2000 items (samples), the "Shapiro-Wilk" test has been used. The p-value is more than 0.05 and 0.10 in case of both the variables, we can accept the alternative hypothesis and conclude that it would be worthwhile to use "parametric test" for assessing the statistical significance.

Objective 1: To examine the dominant factors of Workplace Spirituality among teachers of missionary schools

In this case, the objective is to meticulously prune out the most dominant factors influencing workplace spirituality among the teachers of missionary schools in West Bengal. In order to actualize this objective, a "Principal Component Analysis" (PCA) has been conducted to identify the most important factors shaping workplace spirituality and accounting for the variation by using a smaller number of variables. To this end, the "KMO and Bartlett's Test of Sphericity" has been undertaken in order to check for adequacy of sample size and significance of undertaking the study.

Table 4: KMO and Bartlett's Test of Sphericity (Source: Author's Own Calculations)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.956
Bartlett's Test of Sphericity	Approx. Chi-Square	9367.711
	df	666
	Sig.	.000

In accordance with the results obtained from "Principal Component Analysis", the KMO Test confirms the appropriateness of factor analysis. Ideally, the values should be greater than 0.5. This is explained by the KMO test-statistic which is 0.956 (greater than the idealistic figure of 0.6). The sample size should be large enough for us to yield reliable estimates of correlations among variables. The "Bartlett's Test of Sphericity" indicates the validity and suitability of responses in the data set. The p-value in this case is significant at 5% level, given that p=0.000 (p<0.05). Hence, it is appropriate for us to conduct factor analysis on the 37 variables responsible for shaping the integrity of workplace spirituality.

The "KMO and Bartlett's Test" is succeeded by the "Total Variance Explained" (TVE), as

illustrated in thefollowing table. According to the TVE, the results will indicate the number of factors derived on the condition that Eigen values are greater than 1 (Eigen Values>1). Eigen values represent a special set of scalars associated with a linear system of equations. They are also tagged as characteristic roots. This produces 7 factors, since for others, the Eigen Values are less than unity and are not reported thus. It is proof of the fact that Factor (Component) 1 explains 44.74% of the total variance, Component 2 for 5.79%, Component 3 for 5.21%, Component 4 for 3.73%, Component 5 for 3.41%, Component 6 for 2.87% and Component 7 for 2.77% of the total variance explained. Accordingly, the remaining factors capture lesser percentages of Total Variances as the percentages gradually keep on falling.

Table 5: Exploratory Factor Analysis (Source: Author's Own Calculations) Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	16.555	44.744	44.744	16.555	44.744	44.744	4.966	13.422	13.422
2	2.146	5.799	50.543	2.146	5.799	50.543	4.358	11.779	25.201
3	1.930	5.217	55.760	1.930	5.217	55.760	3.876	10.476	35.677
4	1.381	3.732	59.492	1.381	3.732	59.492	3.763	10.169	45.847
5	1.264	3.417	62.909	1.264	3.417	62.909	3.132	8.464	54.311
6	1.062	2.871	65.781	1.062	2.871	65.781	2.961	8.003	62.314
7	1.025	2.772	68.552	1.025	2.772	68.552	2.308	6.238	68.552
8	.906	2.448	71.000						
9	.772	2.087	73.088						
10	.738	1.993	75.081						
11	.671	1.814	76.895						
12	.640	1.731	78.626						
13	.568	1.534	80.160						
14	.533	1.441	81.601						
15	.492	1.330	82.931						
16	.484	1.308	84.240						
17	.449	1.214	85.453						
18	.443	1.198	86.651						
19	.402	1.085	87.736						
20	.374	1.011	88.747						
21	.359	.970	89.718						
22	.358	.967	90.684						
23	.353	.954	91.638						
24	.314	.848	92.486						
25	.295	.796	93.282						
26	.276	.745	94.027						
27	.269	.726	94.752						
28	.255	.689	95.441						
29	.245	.661	96.103						
30	.233	.629	96.732						
31	.221	.596	97.328						
32	.199	.536	97.865						
33	.191	.517	98.381						
34	.172	.464	98.846						

35	.153	.413	99.259					
36	.143	.386	99.645					
37	.131	.355	100.000					

Extraction Method: Principal Component Analysis.

Using "Principal Component Analysis", we have extracted the variable according to the condition: Eigen Values>1. The two factors have a strong degree of interdependence and thus decreases as we move down. This is typically the problem of multi-collinearity among variables.

Developed by Cattell (1966), the "Scree Plot" is the graphical representation of "Eigen Values" versus their "Component Numbers". It is a graphical display of variance of each component in the data set, which is used to determine how many components should be retained in order to explain a high percentage of variation in the data. The length or distance from one node to another captures the Eigen values. It isobserved that the distance between the first two nodes is significantly greater than the subsequent nodes. This occurrence has been captured in the following Scree Plot below.
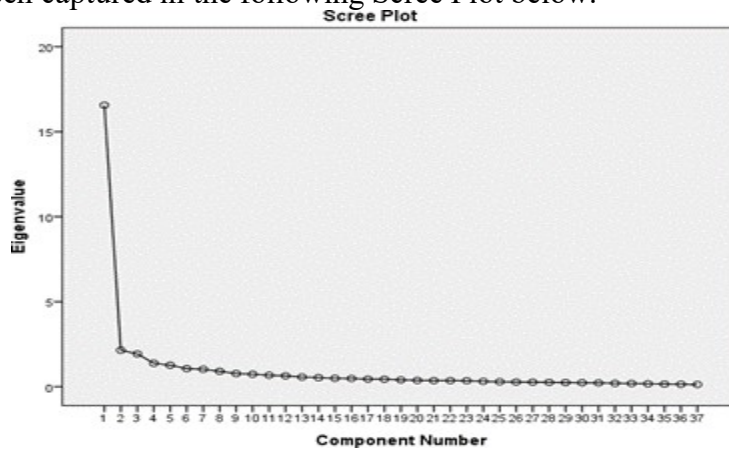

Figure 1: Screen Plot (Source: Author's Own Calculations)

Following the Scree Plot, which portrays two factors which have been extracted using "Principal Component Analysis" (PCA), we finally arrive at the "Rotated Component Matrix" (RCM) below. According to the RCM, the variables will get accommodated in the factors on the basis of their factor loadings, thereby giving us our final result.

Table 6: Principal Component Analysis (Source: Author's Own Calculations)
Component Matrixᵃ

	Component						
	1	2	3	4	5	6	7
I experience a connection between my work requirements and social life	.691	-.038	-.105	-.003	.139	.029	-.152
I find meaning or purpose at work	.721	-.209	-.195	.073	.088	-.049	-.298
The work I do is connected to what I think is important in life	.712	-.189	-.230	.157	.039	.003	-.307
I find a connection between my work and social good of my community	.728	-.175	-.172	.101	.095	.005	-.226
My spirit is energized by mywork	.740	-.142	-.072	.121	.151	-.091	-.312
I feel like a part of community	.740	-.106	-.127	.058	-.033	-.396	.034
I am engaged to achieve a common goal	.727	-.138	-.186	.062	-.065	-.340	.048
I genuinely care about each other	.763	-.169	-.079	-.040	-.007	-.330	.069

There are teachers with whom I can share my concerns	.606	-.218	.045	-.258	-.229	-.301	.189
I work together to solvedisagreements	.655	-.251	-.018	-.215	-.214	-.113	.271
I agree with organizational values	.747	-.043	-.269	.182	-.084	.132	.119
I feel that organization cares forus	.747	.157	-.371	.038	-.170	.194	.034
I feel that organization has a sense of right and wrong	.733	.188	-.361	-.037	-.175	.239	.059
I feel connected with organizational goals	.763	.088	-.366	.103	-.139	.210	.017
I respect and comply with organizational values to my personal values and beliefs	.655	-.003	-.280	.108	-.148	.373	.078
My personal problems do not have any bearing on the spiritual ethos of my workplace	.473	-.041	-.237	-.075	-.166	.017	.453
I look at life positively	.717	-.122	.167	.067	.030	-.145	-.020
I see myself as a spiritual person	.536	-.081	.398	.399	-.028	.101	.169
Praying is an important part of my life	.585	-.161	.338	.418	-.105	.078	-.012
I value my colleagues mental health	.783	-.233	.125	-.007	-.076	.003	-.042
Spiritual beliefs in my life play an important role in everyday work decisions	.637	-.106	.388	.407	-.096	.087	.050
I experience an energy or vitality at work	.767	-.080	-.091	.012	.229	-.080	.102
I experience moments at work where everything is blissful	.614	.150	-.010	-.057	.403	-.009	.296
I experience happiness at work	.754	.139	-.129	.002	.269	-.014	.041
I have moments at work in which I have no sense of time or space	.348	.040	.094	-.057	.652	.172	.204
I experience complete joy and ecstasy at work	.699	.216	-.035	.028	.408	-.045	.087
I sympathize with other colleagues	.706	-.264	.275	-.347	-.054	.135	-.013
I help my colleagues and relieve their sufferings	.719	-.207	.326	-.308	-.017	.184	.046
I try not to hurt the feelings of my colleagues	.673	-.246	.253	-.306	.019	.170	-.162
I always try to be kind to my colleagues	.720	-.231	.312	-.267	.004	.168	-.078
There are prayer or meditation groups within my workplace	.496	.348	.166	-.134	-.106	-.043	-.229
There is honesty, equality and harmony at my workplace	.653	.465	-.028	-.299	-.072	.058	-.141
At my workplace, there is a culture of openness and flexible thinking	.668	.450	.035	-.232	-.087	-.035	-.130
I am comfortable with discussing religion or spirituality at workplace and I feel it is an appropriate topic of discussion at workplace	.523	.478	.205	-.037	-.068	-.003	.067
I feel spiritual fulfilment has							

direct impact on my work performance	.604	.245	.378	.218	-.139	.053	.054
Health and wellness programs offered at my workplace motivates me to do well	.554	.520	.131	-.011	-.045	-.177	-.090
Flexi time at my workplace to fulfil my spirituality keeps me engaged in my job	.525	.490	.221	.197	-.074	-.194	.034

Extraction Method: Principal Component Analysis.

a. 7 components extracted.

The rotation has been done using Varimax with Kaiser Normalization in three iterations. The componentsmay be arranged in the following manner, as illustrated below.

Table 7: Rotated Component Matrix (Source: Author's Own Calculations) Rotated Component Matrixᵃ

	Component						
	1	2	3	4	5	6	7
I experience a connection between my work requirements and social life	.504	.231	.269	.257	.124	.124	.239
I find meaning or purpose at work	.715	.123	.255	.246	.129	.159	.112
The work I do is connected to what I think is important in life	.717	.114	.323	.191	.175	.113	.066
I find a connection between my work and social good of mycommunity	.650	.128	.297	.236	.178	.146	.157
My spirit is energized by my work	.710	.204	.155	.232	.214	.132	.169
I feel like a part of community	.515	.248	.159	.094	.186	.571	.126
I am engaged to achieve a common goal	.508	.195	.230	.093	.168	.558	.100
I genuinely care about each other	.473	.208	.164	.223	.168	.574	.172
There are teachers with whom I can share my concerns	.185	.169	.121	.379	.095	.657	-.006
I work together to solve disagreements	.154	.088	.300	.411	.144	.597	.064
I agree with organizational values	.379	.144	.598	.112	.271	.260	.168
I feel that organization cares for us	.341	.328	.706	.120	.093	.184	.097
I feel that organization has a sense of right and wrong	.277	.349	.725	.165	.048	.169	.111
I feel connected with organizational goals	.397	.264	.703	.120	.150	.167	.111
I respect and comply with organizational values to mypersonal values and beliefs	.262	.121	.711	.197	.209	.068	.103
My personal problems do not have any bearing on the spiritual ethos of my workplace	-.029	.049	.494	.098	.076	.481	.159
I look at life positively	.403	.240	.086	.301	.363	.322	.177
I see myself as a spiritual person	.110	.119	.116	.174	.734	.116	.170
Praying is an important part ofmy life	.284	.108	.128	.208	.716	.094	.030
I value my colleagues mental health	.416	.171	.230	.459	.349	.306	.097
Spiritual beliefs in my life play an important role in everyday work decisions	.236	.172	.142	.229	.757	.119	.086
I experience an energy or vitality at work	.437	.185	.263	.219	.189	.340	.422
I experience moments at work where everything is blissful	.154	.262	.210	.134	.128	.248	.649

I experience happiness at work	.410	.347	.313	.148	.123	.203	.462
I have moments at work in which I have no sense of time orspace	.092	.035	.034	.177	.082	-.059	.761
I experience complete joy and ecstasy at work	.348	.379	.198	.094	.152	.161	.593
I sympathize with other colleagues	.214	.168	.156	.755	.190	.254	.133
I help my colleagues and relieve their sufferings	.155	.198	.172	.742	.255	.221	.203
I try not to hurt the feelings of my colleagues	.312	.171	.120	.728	.161	.112	.132
I always try to be kind to my colleagues	.264	.194	.134	.730	.252	.161	.165
There are prayer or meditation groups within my workplace	.191	.611	.077	.232	.088	.024	-.003
There is honesty, equality and harmony at my workplace	.187	.715	.321	.287	-.078	.073	.132
At my workplace, there is a culture of openness and flexible thinking	.206	.728	.249	.252	.005	.133	.115
I am comfortable with discussing religion or spirituality at workplace and I feel it is an appropriate topic of discussion at workplace	-.013	.648	.174	.120	.224	.101	.171
I feel spiritual fulfilment has direct impact on my work performance	.074	.487	.151	.184	.569	.093	.091
Health and wellness programs offered at my workplace motivates me to do well	.169	.736	.090	.028	.155	.132	.123
Flexi time at my workplace to fulfil my spirituality keeps me engaged in my job	.101	.667	.071	-.082	.370	.166	.126

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 10 iterations.

The list of 37 variables as observable, are decomposed into 7 factors. Each factor is a compilation of closely-knitted variables. We can thus, rename the variables as follows:

Table 8: Renaming of Components

Meaningful Work	• I experience a connection between my work requirements and social life
	• I find meaning or purpose at work
	• The work I do is connected to what I think is important in life
	• I find a connection between my work and social good of my community
	• My spirit is energized by my work
	• I look at life positively
	• I experience an energy or vitality at work
Spiritual Connection	• There are prayer or meditation groups within my workplace
	• There is honesty, equality and harmony at my workplace
	• At my workplace, there is a culture of openness and flexible thinking

	• I am comfortable with discussing religion or spirituality at workplace andI feel it is an appropriate topic of discussion at workplace • Health and wellness programs offered at my workplace motivates me todo well • Flexi time at my workplace to fulfil my spirituality keeps me engaged inmy job
Alignment with Organizational Values	• I agree with organizational values • I feel that organization cares for us • I feel that organization has a sense of right and wrong • I feel connected with organizational goals • I respect and comply with organizational values to my personal values andbeliefs

	• My personal problems do not have any bearing on the spiritual ethos of my workplace
Compassion	• I value my colleague's mental health • I sympathize with other colleagues • I help my colleagues and relieve their sufferings • I try not to hurt the feelings of my colleagues • I always try to be kind to my colleagues
Inner Life	• I see myself as a spiritual person • Praying is an important part of my life • Spiritual beliefs in my life play an important role in everyday workdecisions • I feel spiritual fulfilment has direct impact on my work performance
Sense ofCommunity	• I feel like a part of community • I am engaged to achieve a common goal • I genuinely care about each other • There are teachers with whom I can share my concerns • I work together to solve disagreements
Transcendence	• I experience moments at work where everything is blissful • I experience happiness at work • I have moments at work in which I have no sense of time or space • I experience complete joy and ecstasy at work

Objective 2: To analyze the major determinants influencing Job Satisfaction among teachers of missionary schools

Just like the tests performed to fulfill the previous objective of the study, a same approach has been followed in the case of the present objective for probing into the key determinants of "job satisfaction" among teachers of missionary schools.

Accordingly, a "KMO Bartlett's Test of Sphericity" has been conducted, followed by an "Exploratory Factor Analysis", "Principal Component Analysis" and then the "Rotated Component Matrix" has been arrived at, providing the key components of the "job satisfaction".

Table 9: KMO and Bartlett's Test of Sphericity (Source: Author's Own Calculations)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.943
Bartlett's Test of Sphericity	Approx. Chi-Square	11369.011
	df	105
	Sig.	.000

The KMO test-statistic reports a value of 0.943, which is greater than the idealistic figure of 0.5. The p- value in this case is significant at 5% level, given that p=0.00 (p<0.05). Hence, it is worthwhile to perform factor analysis on the 15 variables responsible for shaping the integrity of job satisfaction.

According to the "Total Variance Explained" (TVE) results, Eigen values which are greater than 1 (Eigen Values>1) are taken into consideration. It produces 2 factors, since for others, the Eigen Values are less than unity and hence are not reported. It is proof of the fact that Factor 1 (Component) explains 54.80% of the total variance and Factor 2 (Component 2) explains for 7.66% of the total variance.

**Table 10: Exploratory Factor Analysis (Source: Author's Own Calculations)**

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.220	54.802	54.802	8.220	54.802	54.802	5.642	37.611	37.611
2	1.104	7.361	62.163	1.104	7.361	62.163	3.683	24.552	62.163
3	.906	6.039	68.202						
4	.838	5.587	73.789						
5	.637	4.243	78.032						
6	.481	3.205	81.238						
7	.478	3.186	84.424						
8	.392	2.616	87.040						
9	.368	2.456	89.496						
10	.337	2.247	91.742						
11	.306	2.038	93.780						
12	.250	1.666	95.446						
13	.240	1.599	97.045						
14	.238	1.587	98.632						
15	.205	1.368	100.000						

Extraction Method: Principal Component Analysis.

A "Scree Plot" graph has also been represented in Figure 2.

Figure 2: Scree Plot (Source: Author's Own Calculations)
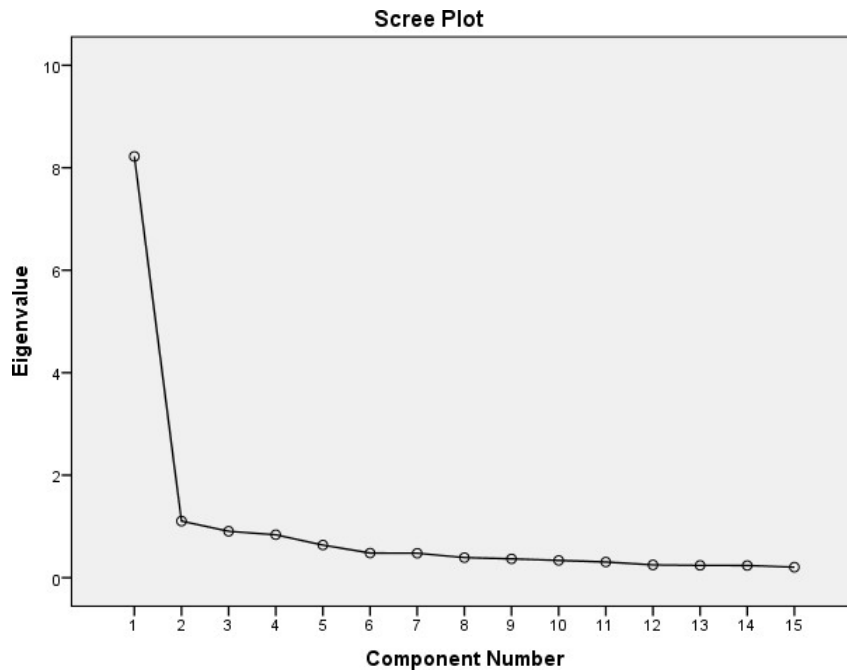
The results of the "Principal Component Analysis" has been captured in Table 11, followed by the results of the "Rotated Component Matrix" (RCM) which has been represented in Table 12.

Table 11: Principal Component Analysis(Source: Author's Own Calculations)
Component Matrixᵃ

	Component	
	1	2
My job provides me self- recognition at my workplace	.797	-.126
I feel autonomous to do my job at my workplace	.633	-.205
At work, I am willing to take responsibilities and be hard working	.711	-.177
I get a feeling of accomplishment from my job	.805	-.111
I get development and growth opportunities at my workplace	.778	-.051
I feel appreciated and connected at my workplace	.806	-.075
My work organization helps me to learn and develop leadership qualities	.787	-.090
I influence my colleagues with positive attitude and care	.670	-.328
I feel spiritually fulfilled at my workplace	.719	-.185
I love the way my colleagues get along with me and amongst themselves	.697	-.299
I like the competence of my supervisor in making decisions	.759	-.028
My job provides for stable employment	.722	.448
My job provides me with a steady and continuous income	.727	.492
The working conditions of my job are good	.804	.224
I am provided with a fair and equitable amount of pay	.659	.512

Extraction Method: Principal Component Analysis.
a. 2 components extracted.

Table 12: Rotated Component Matrix(Source: Author's Own Calculations)Rotated
Component Matrixᵃ

	Component	
	1	**2**
My job provides me self- recognition at my workplace	.713	.379

I feel autonomous to do my job at my workplace	.629	.218
At work, I am willing to takeresponsibilities and be hard working	.674	.287
I get a feeling of accomplishment from my job	.709	.396
I get development and growth opportunities at my workplace	.652	.427
I feel appreciated and connected at my workplace	.688	.425
My work organization helpsme to learn and develop leadership qualities	.682	.402
I influence my colleagues with positive attitude and care	.732	.141
I feel spiritually fulfilled at my workplace	.686	.285
I love the way my colleagues get along with me and amongstthemselves	.737	.181
I like the competence of my supervisor in making decisions	.623	.435
My job provides for stable employment	.307	.792
My job provides me with a steady and continuous income	.284	.831
The working conditions of my job are good	.507	.662
I am provided with a fair and equitable amount of pay	.219	.805

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

The list of 15 variables as observable, are decomposed into 2 factors. Each factor is a compilation of closely-knitted variables. We can thus, rename the variables as follows:

Table 13: Renaming of Components

Higher Level Needs (Self- Actualization Needs and Self-Esteem Needs)	• My job provides me self-recognition at my workplace • I feel autonomous to do my job at my workplace • At work, I am willing to take responsibilities and be hard working • I get a feeling of accomplishment from my job • I get development and growth opportunities at my workplace • I feel appreciated and connected at my workplace • My work organization helps me to learn and develop leadershipqualities
Lower Level Needs (Love and	• I influence my colleagues with positive attitude and care • I feel spiritually fulfilled at my workplace
Belongingness Needs, Safety Needs and Physiological Needs)	• I love the way my colleagues get along with me and amongstthemselves • I like the competence of my supervisor in making decisions • My job provides for stable employment • My job provides me with a steady and continuous income • The working conditions of my job are good • I am provided with a fair and equitable amount of pay

Objective 3: To examine the relationship between Workplace Spirituality and Job Satisfaction

Empirical Specification

The regression equation as we know is: Y = α + βX + cWhere, Y= dependent variable

α= a constant, which equals the value of Y when the value of X=0β=coefficient of X, which is the slope of the regression line c=error term in predicting the value of Y, given the value of X. Thus the regression equation would be as follows

ĴS= α + AVG. β1MW (MW1+MW2+MW3+MW4+MW5/5) + AVG. β2SOC (SOC1+SOC2+ SOC3+SOC4+SOC5/5) + AVG. β3AOV

(AOV1+AOV2+AOV3+AOV4+AOV5+AOV6/6) + AVG. β4IL (IL1+IL2+IL3+IL4+IL5/5) + AVG. β5TRN (TRN1+TRN2+TRN3+TRN4+TRN5/5) + AVG. β6CMP (CMP1+CMP2+ CMP3+ CMP4/4) + AVG. β7SC (SC1+ SC2+ SC3+ SC4+ SC5+ SC6+ SC7/7) + Error term

It has been explored that the coded variables follow a "normal distribution", hence it is ideal to go for "parametric" tests. Normally, the technique of "Ordinary Least Square" (OLS) is used for the estimation of co-efficient of linear regression equations which describes the relationship between one or more independent variables and a dependent variable. Therefore, performing a "Linear Regression" would be ideal in this scenario.

Model 1: Workplace Spirituality (WS) and Job Satisfaction (JS)where, y = JS

Table 14: Results of the Regression Analysis (Source: Author's Own Calculations)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.113ᵃ	.013	.007	.036

a. Predictors: (Constant), SC, CMP, MW, IL, TRN, AOV, SOC

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.775	.004		437.697	.000
	MW	.004	.003	.058	1.139	.255
	SOC	-.004	.003	-.058	-1.112	.266
	AOV	.003	.003	.051	1.032	.302
	IL	-.001	.003	-.009	-.209	.834
	TRN	.006	.003	.104	2.344	.019
	CMP	-.002	.003	-.026	-.590	.555
	SC	-.002	.002	-.037	-.921	.357

a. Dependent Variable: JS

Table 14 reveals a "model summary" and "coefficients". Entries in "model summary" gives an overall reflection of the model fit, where emphasis is given on "R Square" which describes 13% variations in the model. In the section of "Coefficients", "Beta" under the column of "Standardized Coefficients" and "Sig." or p-value is given emphasis. While the former predicts the degree and direction of influence between predictor variable and outcome variable, the latter reveals whether there exists any association between thepredictor variable and the outcome variable.

Entries in "Sig." reveal that only TRN (Transcendence) has an association with JS (Job Satisfaction) as indicated by its p-value which is 0.01, lesser than the criterion of 0.05. This finding support the findings ofTehubijuluw (2014) and Lawong et al. (2018).

Regression Analysis of Model 2: Workplace Spirituality (WS) and Lower Level Needs (LLN)where, y = LLN

Table 15: Results of the Regression Analysis (Source: Author's Own Calculations)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.089ᵃ	.008	.002	.04742

a. Predictors: (Constant), SC, CMP, MW, IL, TRN, AOV, SOC

Coefficientsᵃ

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	1.775	.005		331.995	.000
	MW	.001	.004	.010	.195	.845
	SOC	-.006	.004	-.079	-1.523	.128
	AOV	.007	.004	.094	1.911	.056
	IL	.001	.004	.009	.205	.838
	TRN	.005	.003	.070	1.563	.118
	CMP	-.002	.004	-.024	-.555	.579
	SC	-.004	.003	-.050	-1.230	.219

a. Dependent Variable: LLN

The "Model Summary" of the Table 15 reveals that "R Square" is describing only 0.08% variations. However, looking at the independent variables, it is revealed that none of the variables have an association with Lower Level Needs (LLN) of Job Satisfaction except for AOV (Alignment with Organizational Values) which has a significant as well as positive relationship with Lower Level Needs (LLN) of Job Satisfaction as evidenced by its level of significance (Sig.) or p-value of 0.05 and Beta value of 0.094. This finding is backed by literatures like Crotts (2007) who explored that higher organizational alignment results in increased levels of job satisfaction which itself lowers the employee turnover rate. The similar finding was also explored by Nadeem & Akhter (2016), who concluded that "alignment with organizational values" increases trust among employees which ultimately enhances the satisfaction of employees towards their job.

Regression Analysis of Model 3: Workplace Spirituality (WS) and Higher Level Needs (HLN) where, y = HLN

Table 16: Results of the Regression Analysis (Source: Author's Own Calculations)
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.074[a]	.005	-.001	.04250

a. Predictors: (Constant), SC, CMP, MW, IL, TRN, AOV, SOC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.764	.005		368.107	.000
	MW	.000	.004	.001	.029	.977
	SOC	-.005	.004	-.075	-1.429	.153
	AOV	.006	.003	.085	1.729	.049
	IL	.001	.003	.007	.162	.872
	TRN	.004	.003	.052	1.169	.242
	CMP	-.001	.003	-.019	-.443	.658
	SC	-.002	.003	-.037	-.923	.356

a. Dependent Variable: HLN

The "Model Summary" of the Table 16 reveals that "R Square" is describing only 0.05% variations. However, looking at the independent variables, it is revealed that while all the other variables of "workplace spirituality" does not have any relationship with Higher Level Needs (HLN) of Job Satisfaction, only AOV (Alignment with Organizational Values) has a significant as well as a positive relationship with Higher Level Needs (HLN) of Job Satisfaction as evidenced by its level of significance (Sig.) or p-value of 0.04 (p<0.05) and Beta value of 0.085. This finding can also be backed the literatures of (Crotts, 2007; Nadeem

& Akhter, 2016).
Regression Analysis of Model 4: Workplace Spirituality (WS) and Job Engagement (JENG)
where, y = JENG

Table 17: Results of the Regression Analysis (Source: Author's Own Calculations)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795[a]	.631	.629	.393

a. Predictors: (Constant), SC, CMP, MW, IL, TRN, AOV, SOC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.024	.044		-.544	.587
	MW	.167	.034	.153	4.907	.000
	SOC	.065	.035	.059	1.851	.064
	AOV	.162	.032	.153	5.085	.000
	IL	-.028	.030	-.026	-.956	.340
	TRN	.349	.028	.332	12.231	.000
	CMP	.054	.029	.049	1.837	.067
	SC	.220	.024	.225	9.110	.000

a. Dependent Variable: JENG

The "Model Summary" of the Table 17 reveals that "R Square" is describing 63.1% variations in Job Engagement (JENG). It is also evidenced that amongst all the variables of workplace spirituality, "TRN" (Transcendence) has the most profound influence as revealed by its Beta value of 0.332. All the variables of workplace spirituality have a significant as well as a positive relationship with "JENG" (Job Engagement) as evidenced by all their respective level of significance (Sig.) or p-value of which is lesser than 0.05, except for "IL" (Inner Life) which shows no association with "JENG" (Job Engagement). Truth to be told, there hardly exists any research studies which actually try to establish a direct association between all key variables of workplace spirituality and job engagement. Some literatures like Lee et al. (2014) have argued that by using "job engagement" as a mediating variable, the impact of workplace spirituality on employee service delivery can be strengthened. Studies done by (Sharma & Hussain, 2012; Petchsawang & McLean, 2017) have considered only a few variables of workplace spirituality like "meaningful work", "sense of community" and "alignment with organizational values" and tried to establish their liaison with "job engagement" and the findings yielded significant results.
Regression Analysis of Model 5: Workplace Spirituality (WS) and Job Embeddedness (JEBD) where, y = JEBD

Table 18: Results of the Regression Analysis (Source: Author's Own Calculations)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799[a]	.639	.636	.300

a. Predictors: (Constant), SC, CMP, MW, IL, TRN, AOV, SOC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.661	.034		19.574	.000

MW	.023	.026	.027	.879	.379
SOC	.104	.027	.121	3.852	.000
AOV	.124	.024	.151	5.075	.000
IL	-.016	.023	-.019	-.716	.474
TRN	.142	.022	.176	6.544	.000
CMP	.069	.022	.081	3.084	.002
SC	.314	.018	.416	17.012	.000

a. Dependent Variable: JEBD

The "Model Summary" of the Table 18 reveals that "R Square" is describing 63.9% variations in "JEBD"(Job Embeddedness). It is also evidenced that almost all the variables of workplace spirituality, "SC" (Spiritual Connection) has the most profound influence as revealed by its Beta value of 0.416. It is also revealed that all the variables of workplace spirituality have a significant and positive relationship with job embeddedness except "MW" (Meaningful Work) and "IL" (Inner Life). There is a dearth of literatures examining association between workplace spirituality and job embeddedness, just like research studies examining relationship between workplace spirituality and job engagement. These findings are supported by Rajappan et al. (2017) who explored that certain variables of workplace spirituality like "meaningful work" and "spiritual connection" had a relationship with job embeddedness. However, as per the results, it is evidenced that only "meaningful work" does not have any association with job embeddedness. Furthermore, Nair (2018), have also concluded with similar findings. That of late a study done by Huang et al. (2021), concluded that workplace spirituality had a relationship with job embeddedness, wherein, only a few variables of workplace spirituality like "meaningful work", "sense of community" and "inner life" were taken into consideration.

Objective 4: To examine the impact of Job Engagement on Job Satisfaction

Table 19: Results of the Regression Analysis (Source: Author's Own Calculations)
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.086a	.007	.006	.011

a. Predictors: (Constant), JENG

Coefficients^a

	Model	Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.802	.001		1387.967	.000
	AVGJENG	.001	.001	.086	2.144	.032

a. Dependent Variable: JS

The "Model Summary" of the Table 19 reveals that "R Square" hardly describes any variations in Job Satisfaction (JS). However, looking at association between "Job Engagement" (JENG) which is the independent variable and "Job Satisfaction" (JS) which is the dependent variable, it is revealed that there exists a significant relationship with between the two variables as evidenced by its level of significance (Sig.) or p-value of 0.03 (p<0.05). The results support the findings of (Soon & Manikayasagam, 2015; Tepayakul & Rinthaisong, 2018; Reissova & Papay, 2021).

Objective 5: To analyze the impact of Job Embeddedness on Job Satisfaction

Table 20: Results of the Regression Analysis (Source: Author's Own Calculations)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.081[a]	.007	.006	.036

a. Predictors: (Constant), JEBD

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.771	.005		384.297	.000
	JEBD	.006	.002	.081	2.748	.006

a. Dependent Variable: JS

The "Model Summary" of the Table 20 reveals that "R Square" is hardly describing any variations in Job Satisfaction (JS). However, looking at association between "Job Embeddedness" (JEBD) which is the independent variable and "Job Satisfaction" (JS) which is the dependent variable, it is revealed that there exists a significant relationship with between the two variables as evidenced by its level of significance (Sig.) or p-value of 0.00 (p<0.05) and Beta value of 0.081. This is ably supported by studies done by Ha &Kim (2010) who explored a significant relationship between job embeddedness and job satisfaction and Ozcelik & Cenkci (2014), who also found a relationship although partial which would influence job satisfaction.

Objective 6: To explore the association of various demographic variables with workplace spiritualityand job satisfaction

- Impact of Demographic Variables on Workplace Spirituality among teachers of missionary schools

Chi-Square Test and Phi & Cramer's V Test

The main purpose of Chi-Square test is actually to check for the association that exists between the different variables while Phi & Cramer's V test would report the strength of the association that exists between the variables.

Table 21: Gender and Workplace Spirituality (Author's Own Calculations)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	324.742[a]	344	.765
Likelihood Ratio	295.541	344	.972
Linear-by-Linear Association	3.666	1	.056
N of Valid Cases	1140		

a. 334 cells (76.8%) have expected count less than 5. The minimum expected countis .01.

Table 21 reveals that there does not exist any relationship between gender and workplace spirituality as evidenced by the p-value (p=0.76>0.05). Since there is no relationship between gender and workplace spirituality, it would be impracticable to conduct "Phi & Cramer's V" Test. Hence, only "Chi-Square" testhas been performed.

Table 22: Age and Workplace Spirituality (Author's Own Calculations)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	107.420[a]	86	.059
Likelihood Ratio	116.699	86	.015
Linear-by-Linear Association	.007	1	.935
N of Valid Cases	1140		

a. 118 cells (67.8%) have expected count less than 5. The minimum expected count is .17.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.307	.059
	Cramer's V	.307	.059
N of Valid Cases		1140	

Table 22 reveals that there exists a significant relationship between age and workplace spirituality as evidenced by the p-value (p=0.05). The "Cramer's V" reports the strength of the association which is above meaning strong relationship between age and workplace spirituality.

Table 23: Monthly Income and Workplace Spirituality (Author's Own Calculations)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	476.628[a]	430	.040
Likelihood Ratio	386.779	430	.934
Linear-by-Linear Association	.207	1	.649
N of Valid Cases	1140		

a. 443 cells (84.9%) have expected count less than 5. The minimum expected count is .03.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.647	.040
	Cramer's V	.289	.040
N of Valid Cases		1140	

Table 23 reveals that there exists a significant relationship between monthly income and workplace spirituality as evidenced by the p-value (p=0.04<0.10). The "Cramer's V" reports the strength of the association which is 0.28, indicating moderately strong relationship between monthly income and workplace spirituality.

Table 24: Teacher of Class and Workplace Spirituality (Author's Own Calculations)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	386.215[a]	344	.078
Likelihood Ratio	379.412	344	.092
Linear-by-Linear Association	.497	1	.481
N of Valid Cases	1140		

a. 337 cells (77.5%) have expected count less than 5. The minimum expected count is .04.

Table 24 reveals that there exists no relationship between teacher of class and workplace spirituality as evidenced by the p-value (p=0.05>0.07). Since there is no relationship between teacher of class and workplace spirituality, it would be impracticable to conduct "Phi & Cramer's V" Test. Hence, only "Chi- Square" test has been performed.

Table 25: Work Experience and Workplace Spirituality (Author's Own Calculations)
Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	449.405[a]	430	.250
Likelihood Ratio	469.597	430	.091
Linear-by-Linear Association	8.954	1	.003
N of Valid Cases	1140		

a. 473 cells (90.6%) have expected count less than 5. The minimum expected count is .09.

Table 25 reveals that there exists no relationship between work experience and workplace spirituality as evidenced by the p-value (p=0.25>0.05). As there exists no relationship between work experience and workplace spirituality, it would be impracticable to perform a "Phi and Cramer's V" to test for their association. Hence, only "Chi-Square" test has been performed.

- Impact of Demographic Variables on Job Satisfaction among teachers of missionary schools

Table 26: Gender and Job Satisfaction (Author's Own Calculations)
Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	42.326[a]	41	.414
Likelihood Ratio	40.201	41	.506
Linear-by-Linear Association	.088	1	.767
N of Valid Cases	1140		

a. 38 cells (45.2%) have expected count less than 5. The minimum expected count is .17.

Table 26 reveals that there exists no relationship between gender and job satisfaction as evidenced by thep-value (p=0.41>0.05). As there exists no relationship between gender and job satisfaction, it would be impracticable to perform a "Phi and Cramer's V" to test for their association. Hence, only "Chi-Square"test has been performed.

Table 27: Age and Job Satisfaction (Author's Own Calculations)
Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	161.570[a]	164	.539
Likelihood Ratio	142.267	164	.889
Linear-by-Linear Association	.134	1	.715
N of Valid Cases	1140		

a. 134 cells (63.8%) have expected count less than 5. The minimum expected count is .01.

Table 27 reveals that there exists no relationship between age and job satisfaction as evidenced by the p- value (p=0.53>0.05). As there exists no relationship between age and job satisfaction, it would be impracticable to perform a "Phi and Cramer's V" to test for their association. Hence, only "Chi-Square" test has been performed.

Table 28: Monthly Income and Job Satisfaction (Author's Own Calculations)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	224.291ᵃ	205	.049
Likelihood Ratio	204.168	205	.503
Linear-by-Linear Association	3.030	1	.082
N of Valid Cases	1140		

a. 188 cells (74.6%) have expected count less than 5. The minimum expected count is .03.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.307	.049
	Cramer's V	.307	.049
N of Valid Cases		1140	

Table 28 reveals that there exists a relationship between monthly income and job satisfaction as evidenced by the p-value (p=0.04<0.05). The Phi & Cramer's value is also strong.

Table 29: Teacher of Class and Job Satisfaction (Author's Own Calculations)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	162.882ᵃ	164	.510
Likelihood Ratio	164.521	164	.474
Linear-by-Linear Association	.336	1	.562
N of Valid Cases	1140		

a. 142 cells (67.6%) have expected count less than 5. The minimum expected count is .04.

Table 29 reveals that there exists no relationship between teacher of class and job satisfaction as evidenced by the p-value (p=0.51>0.05). As there exists no relationship between teacher of class and job satisfaction, it would be impracticable to perform a "Phi and Cramer's V" to test for their association. Hence, only "Chi-Square" test has been performed.

Table 30: Work Experience and Job Satisfaction (Author's Own Calculations)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	204.717ᵃ	205	.492
Likelihood Ratio	203.285	205	.521
Linear-by-Linear Association	2.078	1	.149
N of Valid Cases	1140		

a. 155 cells (61.5%) have expected count less than 5. The minimum expected count is .09.

Table 30 reveals that there exists no relationship between gender and job satisfaction as evidenced by the p-value (p=0.49>0.05). As there exists no relationship between work experience and job satisfaction, it would be impracticable to perform a "Phi and Cramer's V" to test for their association. Hence, only "Chi-Square" test has been performed.

DISCUSSION OF FINDINGS

Exploratory Factor Analysis was performed to scout for the various factors of both workplace spirituality and job satisfaction. As per the results of the factor analysis comprising of TVE,

PCA and RCM, it has been observed that there are seven dominant factors of workplace spirituality obtained which are "meaningful work", "spiritual connection", "alignment with organizational values", "compassion", "inner life", "sense of community" and "transcendence". While in the context of job satisfaction, there are only two factors explored which are "higher level needs" comprising of "self-actualization" and "self-esteem" needs and "lower level needs" comprising of "love and belongingness needs," "safety needs," and "physiological needs".

Regression Test was performed to check for the relationship between workplace spirituality and job satisfaction. To this end, five different models were formulated and tested. The first model probed into the relationship between all factors of workplace spirituality and job satisfaction and found that only "transcendence" had a significant and positive relationship with job satisfaction. The second and third model tested the relationship of workplace spirituality with lower level needs and higher level needs of job satisfaction and found that only "alignment with organizational values" had a significant and positive relationship with job satisfaction in each of the model. The fourth model tested the relationship between workplace spirituality and job engagement and it was revealed that all the variables of workplace spirituality had a positive and significant relationship with job engagement except sense of community and inner life. The fifth model tested the relationship between workplace spirituality and job embeddedness and it was revealed that all the variables of workplace spirituality had a positive and significant relationship with job engagement except meaningful work and inner life.

Besides, it was also proved by the regression tests that both job engagement and job embeddedness had a significant and positive relationship with job satisfaction which fulfilled the fourth and fifth objectives of the study.

The sixth objective of finding the individual association of demographic variables with workplace spirituality and job satisfaction was fulfilled by performing a Chi-Square test and a Phi & Cramer's V test. It was revealed that only age and monthly income had an association with workplace spirituality while only monthly income showed an association with job satisfaction.

CONCLUSIVE REMARKS

The present study is unique in that it presents a large number of constructs which have been investigated, analyzing the possible relationships between them according to empirical criteria. The engaging participation of the respondents has facilitated the collection of primary data and has primarily been instrumental in stimulating and adding to meaningful research findings. To produce meaningful work by integrating its value with the organisational and individual level participants, school-level education, which is the cornerstone of all educational systems, must encourage workplace spirituality for all stakeholders (teachers in particular). It will make them more responsive to the community and the society, where selfless rendering service based on trust, welfare and satisfaction would be beneficial. It would also facilitate better communication and interactions that would be instrumental in creating a culture based on integrity, honesty and trust.

Implications of the Study

- Academic Implications

Educational institutions, whether missionary or not, should give adequate focus on various

kinds of spirituallectures and meditation. It will help the workplace become more spiritual and smooth out the sudden culture change. It would create an authentic and trustworthy environment and make it easier for people to be morecommitted to their jobs and enjoy their work. It would help cut down on "job absenteeism" and "job embeddedness."

- Societal Implications

In light of a fragile society which is characterized by chaos, bedlam, and ever-mounting stress, the mantraof workplace spirituality is much needed and highly relevant (Vlas, 2017). Peak experiences of spirituality strengthen individuals with strong positive emotions and develop a sense of awareness (Messerly, 2017). Spiritual values are integral to school education as the holistic development of a child can be achieved if the purpose of life is explained. Incorporating this value brings growth in children's bodies, minds and souls, which fosters their overall character development.

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